

# **VA Office of Information and Technology Enterprise Architecture Management**



**Systems Integration and Development Service**

**Final  
Requirements Management Policy  
RM010**

**V 2.0**

**June 2, 2006**

**Department of Veterans Affairs**

**Letter of Promulgation**

As the Director of the Systems Integration and Development Services (SIDS) in the Office of Enterprise Architecture Management (OEAM) at the Department of Veterans Affairs (VA) Chief Information Officer (CIO), I do hereby formally promulgate this Requirements Management Policy as the official policy of the SIDS. This Requirements Management policy will help standardize SIDS Requirements Management components, clarify and enhance current practices, facilitate the alignment of the organization with the Carnegie-Mellon University Software Engineering Institute Capability Maturity Model Integration (CMU/SEI CMMI), and ensure compliance with OEAM Requirements Management policy and the Enterprise Architecture provisions of the Information Technology Management Reform Act (Clinger-Cohen Act of 1996 (40 U.S.C. 1401(3))) and direct their application across the SIDS.

May 31, 2006  
(Effective Date)

(Signature obtained and on file)  
Frances G. Parker, Director (Acting)  
Systems Integration and Development Service  
Office of Enterprise Architecture Management  
VA Office of Information and Technology

May 15, 2006  
(Date)

**This Page Intentionally Blank**

## Record of Changes

<b>Version #</b>	<b>CCP #</b>	<b>Description</b>	<b>Date Entered</b>	<b>Entered by:</b>
0.8	N/A	Initial development of draft policy	5/8/2006	Mary Wu
1.0	N/A	Revised based on team review comments	5/11/2006	Mary Wu
2.0	N/A	Revised based on additional comments	6/2/2006	Mary Wu

## Table of Contents

Letter of Promulgation.....	i
Record of Changes.....	iii
Table of Contents.....	iv
1. INTRODUCTION .....	1
1.1. PURPOSE.....	1
1.2. SCOPE.....	1
1.3. EFFECTIVE DATE.....	1
1.4. RESPONSIBILITIES .....	1
1.5. REFERENCES AND RELATED DOCUMENTS.....	2
1.5.1. References.....	2
1.5.2. Related Documents .....	2
1.6. TERMS AND ABBREVIATIONS .....	2
1.6.1. Terms .....	2
1.6.2. Abbreviations.....	3
2. POLICY .....	3
2.1. POLICY STATEMENT .....	3
2.2. REQUIREMENTS MANAGEMENT GOALS .....	4
2.2.1. Manage Requirements .....	4
2.2.2. Institutionalize a Managed Requirements Management Process.....	4

# **1. INTRODUCTION**

## **1.1. PURPOSE**

This document establishes a requirements management (RM) policy for the Systems Integration and Development Service (SIDS) in the Office of Enterprise Architecture Management (OEAM), Office of Information and Technology (OI&T), U. S. Department of Veterans Affairs (VA).

## **1.2. SCOPE**

This policy applies to all SIDS organizations, branches, sub-organizations, integration and development projects, and contractors receiving, expending, or disbursing SIDS funds.

## **1.3. EFFECTIVE DATE**

This policy shall apply to all SIDS projects and offices effective 15 calendar days after signature by the Director, SIDS (or designee). All projects a) started after the effective date or b) in Phase 0 (zero) of the System Development Life Cycle (SDLC) at the effective date shall comply with this policy.

Projects assigned to SIDS that are in the middle of any SDLC phase other than Phase 0 (zero) at the effective date of this policy are required to demonstrate due diligence in complying with this policy within 30 days of the effective date, to the degree that it does not jeopardize their ability to satisfy prior project commitments. Additionally, all projects in the Maintenance and Operations phase shall, at a minimum, assess and report compliance with this policy on an annual basis.

All other projects and efforts under SIDS authority shall, at a minimum, assess their compliance with this policy, report their assessment and their demonstrations of due diligence in complying with this policy prior to the start of their next new SDLC phase.

Projects requesting a waiver from the requirements in this policy shall make the request in writing to the Director, SIDS. The Director, SIDS, shall consider special situations for non-compliance on a case-by-case basis.

## **1.4. RESPONSIBILITIES**

The Director, SIDS, has the basic responsibility for implementing this policy within the SIDS. The heads of all SIDS sub-organizations (Branches, Staff Elements, their subordinate organizations and offices, and all projects) are responsible for implementing this policy and for compliance with the requirements of this policy within their respective organizations and projects. The Director, SIDS, has responsibility for ensuring that compliance with this policy is assessed and reported at least annually to the Associate Deputy Assistant Secretary for Enterprise Architecture Management.

SIDS sub-organization managers (Branches, Staff Elements, their subordinate organizations and offices, and all projects) have the basic responsibility for implementing the policy for their respective offices and projects. If an office or project manager is not a VA employee, then a VA employee shall be assigned to provide oversight to the non-VA IT manager to ensure compliance with this policy.

## **1.5. REFERENCES AND RELATED DOCUMENTS**

### **1.5.1. References**

- Carnegie Mellon University/Software Engineering Institute, Capability Maturity Model Integration for Systems Engineering, Software Engineering, Integrated Product and Process Development, and Supplier Sourcing (CMMI-SE/SW/IPPD/SS) V1.1, March 2002.

### **1.5.2. Related Documents**

This policy is subordinate to the VA OI&T OEAM policy on Requirements Management. Any discrepancy or conflict between this policy and the OEAM policy will be resolved in favor of the higher authority. Anyone observing or otherwise aware of such a discrepancy or conflict should bring it to the attention of the Director, SIDS, as soon as possible.

This policy is closely related to policies on Configuration Management, Project Planning, Program Management, Project Management, and Quality Assurance Management.

## **1.6. TERMS AND ABBREVIATIONS**

### **1.6.1. Terms**

The following terms, with definitions from the CMU/SEI CMMI, are included here for reference.

<b>TERM</b>	<b>DEFINITION</b>
Managed process	A process that is planned and executed in accordance with policy; employs skilled people having adequate resources to produce controlled outputs; involves relevant stakeholders; is monitored, controlled, and reviewed; and is evaluated for adherence to its process description
Organization	A structure where people collectively manage projects or services as a whole, and whose projects or services share senior management and operate under the same policies and procedures.
Product	Any tangible output/service that is a result of a process and that is intended for delivery to a customer or end user. A product is a work product that is delivered to the customer.

TERM	DEFINITION
Requirement	(1) A condition/capability needed by a user to solve a problem or achieve an objective; (2) A condition/capability that must be satisfied or possessed by a product or product component to satisfy a contract, standard, specification, or other formally imposed documents. (3) A documented representation of a condition/capability as in (1) or (2). [IEEE 610.12-1990]
Requirements traceability	Evidence of an association between a requirement and its source requirement, its implementation, and its verification.

### 1.6.2. Abbreviations

The following abbreviations are used in this document:

CMMI	Capability Maturity Model Integration
CMU/SEI	Carnegie-Mellon University/Software Engineering Institute
IT	Information Technology
OEAM	Office of Enterprise Architecture Management
OI&T	Office of Information and Technology
RFW	Request for Waiver
SIDS	Systems Integration and Development Services
VA	(U.S. Department of) Veterans Affairs

## 2. POLICY

### 2.1. POLICY STATEMENT

The Requirements Management policy of the SIDS is:

1. To manage requirements of the SIDS products and product components;
2. To ensure that the agreed-upon set of requirements is managed to support the planning and execution needs of SIDS projects;
3. Manage requirement changes, and identify inconsistencies that occur among the plans, work products and requirements; and
4. Document requirements changes and rationale and maintain bidirectional traceability between source requirements and all product and product-component requirements.

This is the minimum SIDS requirements management (RM) policy. SIDS sub-organizations desiring to develop RM policies less restrictive than this SIDS RM policy must submit a written Request for Waiver (RFW) and have it approved by the Director, SIDS, or higher authority. An RFW is not required for policies that are more restrictive.



## **2.2. REQUIREMENTS MANAGEMENT GOALS**

The requirements management goals of the SIDS are to:

1. Manage requirements; and
2. Institutionalize RM across the SIDS organization as a managed process.

### **2.2.1. Manage Requirements**

To manage requirements for all SIDS projects, the SIDS and its sub-organizations must:

1. Obtain an understanding of requirements and commitment to requirements;
2. Manage requirements changes, including requirements status, impact of requirements changes, and the change history;
3. Maintain bidirectional traceability of requirements and generate the requirements traceability matrix; and
4. Identify inconsistencies between project work and requirements, and initiate the corrective actions to fix them.

### **2.2.2. Institutionalize a Managed Requirements Management Process**

To institutionalize RM across the SIDS as a managed process, the SIDS and its sub-organizations must:

1. Establish policies for planning and performing the RM process;
2. Establish and maintain plans for the RM process;
3. Provide adequate resources, including requirements management tools for performing the RM process;
4. Assign responsibility and authority for performing the RM process;
5. Ensure that the people performing or supporting the RM process are trained to perform their RM duties;
6. Place designated work products of the RM process under appropriate levels of configuration management;
7. Identify and involve the relevant stakeholders of the RM process;
8. Monitor and control performance of the RM process as planned and take appropriate corrective actions;
9. Objectively evaluate adherence of the RM process against its process description, standards, and procedures, and address noncompliance; and
10. Conduct reviews of activities, status, and results of the RM process with higher level management and resolve issues.